

15 November 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM: Director of Central Intelligence  
SUBJECT: Fitness Reports

1. I've read a few more actual Agency fitness reports in the last few weeks, mainly on Chiefs of Station. I find them distressing in two respects.

a. The job descriptions on the first page which have to be filled in and on which the individual gets his principal grades are generally meaningless. There are no standards against which to judge the individual's capabilities and characteristics. People just write in what the job was but there is no room to tell if the individual is a good leader, a good manager, etc.

b. The bull section, which sometimes runs to four and five pages, generally says almost nothing about the individual. There is great description of the Station, the problems it has, detailed descriptions of pitches made and not made, etc., but virtually nothing of interest about whether this man or woman is strong in one area or weak in another.

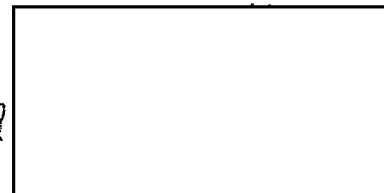
2. Attached is my version of what I would like to see as a major revision to let us get into the fitness report some of the details that now go into these unofficial evaluation forms which are passed out by and for the panels. I would like to see the report changed sufficiently that people really sit up and take notice when filling it out. That is one reason I have suggested handwritten comments not more than three-quarters of a page.



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STANSFIELD TURNER



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Next 7 Page(s) In Document Exempt

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INSTRUCTION  
SHEET FOR PREPARATION  
OF APPRAISAL REPORT  
WILL BE ATTACHED TO THE  
FORM AS A TEAR OFF SHEET

SEVEN POINT SCALE PERFORMANCE DEFINITIONS

1. Constant supervision and direction are required to keep efforts focused on assigned tasks; efforts are not sufficient to complete work on time; performance quality consistently falls short of formulated expectations.
2. Continual supervision and direction are required to keep efforts focused on assigned tasks; work is frequently late and frequently falls short of formulated expectations.
- 3.
4. Applies required efforts to assigned tasks under routine supervision and direction; uses standard approaches to tasks so that tasks are completed on time; work produced meets formulated expectations.
- 5.
6. Usually applies efforts to priority elements of assigned tasks and requires moderate supervision and direction; uses effective approaches to tasks so that tasks are frequently completed ahead of deadlines; work produced sometimes exceeds formulated expectations.
7. Consistently applies efforts to priority elements of assigned tasks while requiring little if any supervision and direction; uses most effective, often new, approaches to tasks so that tasks are completed well ahead of deadlines; work produced consistently exceeds formulated expectations.

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